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Gender equality at UNDP

Annual report of the Administrator on the implementation of the UNDP gender equality strategy in 2016

Summary

This report summarizes the achievements of UNDP in 2016 towards implementing the gender equality strategy, 2014-2017. The first part of the report summarizes results under each outcome of the UNDP Strategic Plan, 2014-2017. The second part of the report presents the investments of UNDP in institutional effectiveness to strengthen gender mainstreaming.

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I. Introduction

1. For UNDP, 2016 was a critical year as it marked both the organization's fiftieth anniversary and the first year of working towards achieving the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. . The adoption of the Goals propelled UNDP to define how to support partners to achieve the gender equality targets in the Goals. This work occurred against a backdrop of global events including protracted conflicts, the largest displacement crisis since World War II and the rise of violent extremism, which brought new urgency to the need to connect humanitarian and development responses and to expand key areas of work, including gender equality and women's empowerment in crisis response and recovery. Additionally, UNDP had to respond to the clear call in the 2030 Agenda and the Sustainable Development Goals to engage actors from all spheres, including the private sector.

2. This report summarizes the achievements of UNDP in 2016 towards implementing the gender equality strategy, 2014-2017. The first part of the report summarizes results under each outcome of the UNDP Strategic Plan, 2014-2017. The second part of the report presents the investments of UNDP in institutional effectiveness to strengthen gender mainstreaming.

3. The report shows that in 2016, UNDP made significant progress toward fulfilling the goals of its gender equality strategy and in supporting partners to determine how to integrate gender equality into efforts to achieve the Sustainable Development Goals. Importantly, the achievements of UNDP occurred in partnership and coordination with other United Nations agencies, especially the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) but also the United Nations Population Fund (UNFPA) and others. In particular, the report shows that UNDP was highly active in promoting women's economic empowerment, not only through livelihood support, including in emergencies, but through legal reform and the removal of structural barriers to women's sustained economic participation. UNDP remained a major actor supporting women's political participation, including that of young women, and tackling gender-based violence from several angles, including awareness-raising, behavioural change and strengthening of the rule of law. Also notable was UNDP work to integrate gender concerns and women's participation into climate change adaptation and mitigation and sustainable development. The report highlights new initiatives, including working with security sector actors to achieve the women, peace and security agenda, addressing the impact of masculinities on gender equality in crisis contexts and integrating gender equality into the prevention of violent extremism. UNDP also deepened engagement with the private sector through the Gender Equality Seal Certification Programme and further integrated gender into crisis response and recovery.

4. In 2016, UNDP remained the highest performing of the United Nations funds and programmes in regard to the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), meeting or exceeding 80 per cent of the performance benchmarks compared to an average of 73 per cent for other funds and programmes. UNDP engaged 36 country offices in the Gender Equality Seal Initiative, which strengthens country office programming and reporting on gender, and produced a new generation of gender mainstreaming tools, such as for gender analysis of country programmes and projects. UNDP initiated a leadership training programme for female national staff and with UN-Women, aligned the United Nations Development Group (UNDG) Gender Scorecard with the Sustainable Development Goals.

5. Despite progress, challenges remain. There are gaps in UNDP support for gender equality in crisis response and recovery work. Job generation for women, while increasing, remains unequal to men's, and work on women's economic empowerment must go beyond livelihood support to remove structural barriers to women's sustained economic participation. Finally, financing for gender equality remains a challenge. UNDP still is not meeting its 15 per cent benchmark for projects that have gender equality as a principal objective or the requirement for having gender advisers in country offices with budgets above $25 million. Gender parity at senior levels (P-5 and above) remains a challenge.

II. Gender equality results by strategic plan outcome

6. In 2016, progress on implementation of the gender equality strategy was on track, with 138 country offices reporting having contributed to substantive gender equality results. Reporting increased in all outcomes other than outcome 1, which continued to be the largest area under which country offices have reported gender equality results, followed by outcomes 2 and 3.

Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

7. Under outcome 1, the number of country offices reporting gender equality results decreased, with 107 country offices reporting gender equality results in 2016, down from 119 in 2015.

8. A large aspect of reporting under outcome 1 related to efforts to promote women's economic empowerment. This includes interventions to generate jobs and improve livelihoods, increase financial inclusion and address structural barriers to women's economic empowerment. By end-2016, UNDP supported the generation of 699,547 new jobs for women, up from 458,867 new jobs by end-2015. Despite these increases, UNDP support for generating new jobs for women lags behind that for men, with jobs for women comprising 36 per cent of all new jobs created. An additional 12.4 million females benefited from strengthened livelihoods by end-2016, up from 7.5 million by end-2015.

9. Livelihoods support included in Ukraine, where UNDP ensured that an additional 1.7 million females benefited from strengthened livelihoods and supported more than 1,000 internally displaced women to find employment and 500 women-led enterprises to access business development services and technical and financial support. Regarding women's financial inclusion, in the Democratic Republic of the Congo, UNDP and the United Nations Capital Development Fund (UNCDF) ensured that women comprised half of the 2 million new clients who accessed basic financial services in 2016 through 103 savings and credit cooperatives and 21 microfinance institutions.

10. UNDP is beginning to shift from a skills-building job creation focus to interventions that also address structural barriers and sustain women's economic participation. For example, in many countries, UNDP is supporting women's cooperatives and working with Governments to expand social protection for women. In Myanmar, UNDP supported a 22,000-member rural women's network of 31 civil society organizations in 2,000 villages to register new members and engage in self-governance, fundraising and advocacy. The network's activities included connecting women to markets. Within one year, 87 per cent of the network's women reported increased income and 72 per cent reported receiving improved training opportunities. In Kosovo[1], UNDP helped employment offices to provide job opportunities and skills to survivors of domestic violence and gender-based violence, repatriated women returning to Kosovo and members of non-majority communities. In India, UNDP supported the Lok Swasthya Sewa Trust in Gujarat, which mobilized tribal women to form the first women's agribusiness cooperative, with the result that more than 10,000 marginalized women were connected to social protection schemes and health, credit and insurance services. Together with the International Labour Organization (ILO), UNDP supported the Government of the Dominican Republic to review all social protection programmes from a gender perspective and devise a plan and budget to address gaps.

11. UNDP is increasingly working with the private sector to recognize its critical role in women's economic empowerment and job creation, especially through the flagship Gender Equality Seal Certification Programme for Public and Private Enterprises, through which more than 400 companies in 10 countries in Latin America have been certified by their Governments for meeting gender equality standards. In 2016, UNDP facilitated South-South learning on the initiative for eight countries (Benin, Ethiopia, The Gambia, Jordan, Rwanda, Turkey, Uganda and Zambia).

[1] All references to Kosovo in this report shall be understood to be in the context of Security Council resolution 1244 (1999).

12. Results under outcome 1 also focused on engaging women in the sustainable management of natural resources and gender-responsive climate change adaptation and mitigation. Following up the Paris Agreement on Climate Change, UNDP conducted a gender assessment of the intended nationally determined contributions of 161 countries submitted under the United Nations Framework Convention on Climate Change (UNFCCC) in April 2016. This effort formed the basis of a programme to be implemented in 2017 in which UNDP will support 10 countries to develop gender-responsive nationally determined contributions to implement the Paris Agreement. Involving women in natural resources management includes work in India, where UNDP supported women's involvement in land use planning in Nagaland and helped women to become active members of land use committees in village councils, a first for a state where women traditionally had no land rights. UNDP also continued working through the United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation and the Role of Conservation, Sustainable Management of Forests and Enhancement of Forest Carbon Stocks in Developing Countries to add policies and processes to recognize the rights of women, including in indigenous communities, in key sectors such as forest, energy and environment.

Outcome 2. Citizens' expectation for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

13. This is the second largest area under which country offices have reported gender equality results. Overall, 104 countries reported strong progress on gender equality results under outcome 2 of the Strategic Plan, an increase from 91 countries in 2015. Most of these results relate to women's political participation, gender equality in constitutions and legal reforms, the latter focusing primarily on gender-based violence and other gender equality laws and policies.

14. In 2016, 49 countries reported supporting women's participation as candidates in national elections. UNDP also continued to support women's engagement in local elections. In Armenia, UNDP supported 85 women to run for office in local elections, 64 of whom were elected, increasing by 18 per cent the number of women elected in local government in 2016. In Lebanon, UNDP targeted women through capacity-building and awareness-raising via traditional and social media which contributed to an increase in the number of women candidates in municipal elections, from 1,346 in 2010 to 1,465 in 2016, and an increase in the number of women municipal counsellors from 536 to 563. UNDP also worked with the Pacific Islands Forum Secretariat to launch *Practice Parliament for Women: Training Manual*, based on a series of practice parliaments for women supported by UNDP from 2011 to 2016 that have raised women's credibility as candidates.

15. UNDP advocacy for greater inclusion of gender equality clauses in the Constitution of Zambia contributed to the establishment of a Gender Equity and Equality Commission and a provision in the Constitution requiring at least 30 per cent representation of both women and men in decision-making bodies. In Republic of Moldova, in partnership with UN-Women, UNDP supported the Parliament Women's Caucus, whose efforts resulted in the adoption of a 40 per cent gender quota in the Cabinet and in political party lists. In Somalia, UNDP supported women's negotiations that led to the adoption of a 30 per cent quota for women in Parliament and an increase in women's membership in Parliament from 13 to 25 per cent following the 2016 elections.

16. Policy guidance in this area in 2016 included: a guide, *Women's Rights in Constitutions: Global Good Practices in Advancing Gender Equality and Women's Empowerment in Constitutions*, which provides technical support for legislatures, constituent assemblies, constitutional review committees or commissions, Governments and civil society organizations; a guidance note, *Strategies and Good Practices in Promoting Gender Equality Outcomes in Parliaments*; and an interactive e-learning course, *Enhancing Women's Participation in the Electoral Cycle*, which will be available publicly in English, French and Spanish in 2017.

17. Throughout 2016, UNDP supported legal reforms advancing gender equality, most of which were focused on preventing gender-based violence and adopting and implementing gender equality laws and policies. For several years, UNDP, together with UNFPA, the United Nations Children's Fund (UNICEF) and UN-Women, has been supporting Egypt's efforts to combat female genital mutilation (FGM), which declined in prevalence among 15 to 17 year-olds by more than 13 per cent from 2008 to 2014. In 2016, these efforts resulted in an amendment to the country's law against FGM to increase the penalty for conducting the practice from a misdemeanor to a felony and to penalize all partners in the crime including perpetrators, family members and community members. In Kyrgyzstan, tackling the practice of early and child marriage, UNDP support contributed to the adoption of a law prohibiting religious leaders from performing religious marriages for underage persons and extending criminal sanctions for clergy and parents who facilitate or participate in such marriage ceremonies.

Outcome 3. Countries have strengthened institutions to progressively deliver universal access to basic services.

18. Outcome 3 represents the third largest area of UNDP gender equality results, with 82 countries reporting significant progress in 2016, an increase from 62 countries in 2015. Many of the results reported are related to UNDP work on the rule of law and support for victims of sexual and gender-based violence, particularly in conflict settings. Others are related to enhancing the role of women in public service and supporting equitable delivery of HIV services and related health services.

19. By the end of 2016, 1,044,922 women had benefited from access to legal aid services in 38 countries through the support of UNDP and partners. This is an increase from 740,113 women in 2015. UNDP support in 12 countries also contributed cumulatively to 23,390 new gender-based violence cases receiving judgement in the first instance by the end of 2016, up from 18,312 cases by the end of 2015.

20. UNDP work on access to justice is central to the achievement of post-crisis recovery and reconciliation. In Sierra Leone, for example, UNDP worked with community-based organizations to provide justice for victims in the civil war, including by operating Saturday courts to clear the backlog of gender-based violence cases, reaching more than 2,200 residents and supporting 144 victims to access police, legal and medical services in 2016.

21. In 2016, UNDP stepped up efforts to address gender-based violence with integrated, multisectoral responses that go beyond legal aid to also support comprehensive services for survivors. For example, in Sri Lanka, in addition to supporting the provision of legal advice for more than 480 survivors of sexual and gender-based violence, UNDP helped to finalize a national framework and action plan to address sexual and gender-based violence which engages key ministries in nine sectors and includes strategies for providing survivors with health care, psychosocial support, protection in shelter, legal aid and economic redress, including skills-building and access to credit and financial services.

22. UNDP increasingly focused on complementing interventions to improve access to justice for survivors of gender-based violence with mechanisms to enable women to raise their concerns in other local-level decision-making spaces. In Colombia, UNDP worked with several municipalities to include women's voices in the elaboration of citizen security plans through which local authorities can take measures to prevent violence against women in their communities.

23. UNDP expanded work in 2016 to address gender equality and women's leadership in the security sector (see box 1), which correlate positively with increased prevention and reporting of sexual violence. UNDP partnered with the Government of Rwanda to bring 250 women from security agencies from 36 countries to a regional conference on the role of security organs in combating violence against women and girls. In Guinea, UNDP supported efforts to ensure that between 10 and 30 per cent of recruits in the national police service are women. In Central African Republic, UNDP support contributed to the adoption of a 30 per cent quota for women's recruitment and training in the security forces.

Box 1. Gender equality in the security sector: a South-South training initiative

In Southeast Europe and Central Asia, UNDP has been working closely with ministries of defence and armed forces to establish a network of 33 gender trainers to educate troops, units and officers to address gender issues in the military apparatus and establish more enabling environments for both women and men in the military. From 2014-2016, the gender trainers delivered gender briefings and seminars for more than 4,700 officers, non-commissioned officers, soldiers and civilians in the ministries of defence and armed forces of Bosnia and Herzegovina, Montenegro, Republic of Serbia and the former Yugoslav Republic of Macedonia.

In 2016, UNDP leveraged this experience and, fostering South-South cooperation between militaries of Southeast Europe and Africa, brought 15 military leaders from Ghana, Nigeria, Rwanda and Uganda to the Peacekeeping Training Centre of the Serbian Armed Forces in Belgrade to learn how to integrate gender equality issues and perspectives into military training and education. The course, supported with the Nordic Centre for Gender in Military Operations, was delivered by gender trainers from the ministries of defence and armed forces of the four countries that had themselves received the training.

The "training of trainers" course was implemented through the UNDP South Eastern and Eastern Europe Clearinghouse for the Control of the Small Arms and Light Weapons (SEESAC), through which gender trainers have previously been deployed to Georgia, the United Kingdom and Croatia.

24. More than 15 country offices reported policy and programming results for improving gender equality in the public service, including by enhancing human resources management, building the gender expertise of public servants and raising awareness around gender stereotypes in the workplace. In Viet Nam, UNDP supported leadership and management training for more than 700 female civil servants. In Nepal, UNDP supported the drafting of the Gender Equality and Social Inclusion Workplace Policy for Civil Service, currently under review, which is designed to enhance workplace diversity and address sexual harassment in the workplace.

25. UNDP continued working with national partners in 2016 to ensure that national systems deliver health services equitably, including to marginalized populations. In Afghanistan, UNDP is supporting training of female nurses to expand access to health care for women in disadvantaged areas, with funding from the Global Fund to Fight AIDS, Tuberculosis and Malaria. In Uganda, UNDP and UN-Women trained more than 240 Members of Parliament on mainstreaming gender and HIV.

Outcome 4. Faster progress is achieved in reducing gender inequality and promoting women's empowerment.

26. As country offices are requested to limit the number of outcomes against which they report activities, many gender activities are reported under outcomes other than outcome 4. Fifty-four country offices reported results against outcome 4 in 2016, an increase from 49 countries in 2015. These are largely related to gender-responsive budgets and development strategies or holistic approaches and awareness-raising initiatives to address gender-based violence. Work on economic empowerment is reported under outcome 1, on women's political participation under outcome 2 and on gender-based violence initiatives specific to rule of law programming under outcome 3.

27. In regard to projects related to gender-responsive policy, planning and budgeting, UNDP supported the development of gender-disaggregated multidimensional poverty indexes in the Dominican Republic and Tunisia which enabled the mainstreaming of gender into poverty measurements. With UNDP support, 15 line ministries in Zambia have operationalized gender-responsive budgeting tools; nine of the 15 ministries have gender-responsive budgets and nearly all line ministries and spending agencies have expended budgets on gender activities.

28. Also reported under this outcome are holistic initiatives to address gender-based violence and initiatives to advance thinking on how to prevent gender-based violence. Towards this end, UNDP worked with the Government of the Republic of Korea to convene an expert meeting that brought together more than 50 leading practitioners from Governments, United Nations agencies, academia and civil society to share best practices. This led to a new approach to address gender-based violence that looks at structural drivers of gender inequalities that lead to gender-based violence. Additionally, new initiatives were undertaken to better understand the linkages between masculine identity in fragile contexts and gender-based violence. In 2016, UNDP together with civil society partners convened an expert consultation on 'Masculinities and Violence in Crisis Settings,' which brought together Member States, United Nations and civil society partners and country office staff to discuss leveraging partnerships to advocate and programme on gender, peace and security. As a result, UNDP has completed a research paper, *Masculinities and Violence in Fragile and Crisis Settings. A Framework for Policy and Programming*. Recommendations from the research are informing the UNDP recovery policy and gender-based violence prevention work.

29. In all regions, awareness-raising is an important element of UNDP efforts to combat violence against women, including as contributions to the UNiTE to End Violence against Women campaign. For example, in the Western Balkans, UNDP developed a graphic novel, *Daria: A Roma Woman's Journey*, which depicts the profound impact of early marriage on the lives of Roma girls and women in the Western Balkans and was viewed more than 30,000 times. For the Europe and Central Asia region, UNDP produced a video, *Violence Has No Excuse*, in Turkish, English and Russian, which had more than 1 million views on social media and was also screened in 75 cinemas in Turkey. In the Dominican Republic, UNDP supported a visual arts contest focused on preventing gender-based violence that included a 24-hour live broadcast and audiovisual materials distributed to policymakers, students and the general public. In Egypt, UNDP leveraged the power of social media and television to change attitudes about women by supporting the Government's Taa Marbouta campaign (see box 2).

30. UNDP also continued in 2016 to engage in awareness-raising to change social norms in order to empower women. For example, in Myanmar, UNDP launched an app, iWomen-Inspiring Women, a free mobile application developed by female tech specialists in Myanmar to inspire women and encourage them to become leaders in their communities. By end-2016, nine months after its launch, the iWomen app had 7,000 users (with over 80 per cent regular users with repeated logins) located across every state and region in Myanmar.

Box 2. Empowering women in Egypt: behaviour change through social media

As part of its global efforts to advance gender equality by changing social behaviour, UNDP cosponsored the Taa Marbouta women's empowerment media campaign in Egypt.

The Taa Marbouta campaign was launched in 2016 by the National Council of Women of Egypt, UNDP, UNFPA, UN-Women and the Swedish Embassy. Consisting of social media and television spots launched during the holy month of Ramadan to capitalize on the huge viewership of television shows during that time, the campaign addresses violence against women, including sexual harassment, and the costs to both women and society overall of infringements of women's rights. The campaign videos depict women facing daily challenges in Egypt and show them standing up for themselves. During the first four months of the campaign, the social media messages received more than 15 million views and the television spots were viewed 8 million times.

The first behavioural campaign of its kind in Egypt, the campaign tackles the issues women face and is designed both to change the behaviour of men and empower women to take action and break the cycle of victim blaming. In Arabic, the Taa Marbouta is a letter, but is also used as a feminine pronoun added to the end of the word, denoting the feminine. Calligraphically, the letter looks like two arms bound together. Supporting the campaign, many women in Egypt wear pins with the letter.

The second phase of the campaign was launched at the Cairo Opera House with the participation of prominent female government ministers and popular female role models from Egypt, including a medal winner from the Rio Olympics, a Member of Parliament and well known reporters. Countering attitudes that keep women in traditional roles and prevent them from accessing equal opportunities to fulfil their potential, the campaign spread the message that "Taa Marbouta is not your confinement, it's your strength".

31. In 2016, UNDP strengthened evidence and action on gender-based violence and HIV, including through a regional initiative in Latin America and the Caribbean to gather evidence of discrimination against women and girls living with and affected by HIV in Honduras and Jamaica. In another initiative, UNDP and the World Health Organization (WHO) provided support to integrate and strengthen national policies for gender-based violence, the harmful use of alcohol and HIV. As part of this programme, evidence on national gender-based violence and HIV policy frameworks was collected and examined in 20 countries. In Zimbabwe, this resulted in a draft National Alcohol Policy which addresses the multidimensional impacts of harmful use of alcohol, HIV transmission and gender-based violence.

Outcome 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.

32. In 2016, 60 countries reported steady progress on gender equality results under outcome 5, compared to 46 countries in 2015. Results in this area focus on: ensuring that policy frameworks and institutional mechanisms for the peaceful management of conflict integrate gender concerns; building capacities for and promoting women's participation in conflict resolution and peace processes; and supporting partners to develop gender-sensitive policies and strategies to reduce the risk of natural disasters. New areas of work also emerged in 2016, such as UNDP efforts to integrate gender issues into its work to prevent and respond to violent extremism.

33. UNDP undertook significant work in 2016 to improve the integration of gender into its conflict prevention work. This included working with the United Nations Department of Political Affairs to increase the number of women Peace and Development Advisers deployed to support resident coordinators. In 2016, there were nine women among the 30 advisers (30 per cent), up from seven women (25 per cent) in 2015. As a result of targeted efforts, women now comprise 54 per cent of the roster of Peace and Development Advisers ready for deployment.

34. UNDP continued to support women's engagement in conflict prevention. In Nepal, UNDP supported women and marginalized groups in six districts where communal tensions had been identified to engage in livelihood enhancing activities, and supported capacity-building on women, peace and security issues for 25 women leaders who are now advocating for women's human rights and ending gender-based violence.

35. In a new area of work, UNDP engaged in several initiatives to bring gender into its efforts to prevent violent extremism, including by integrating gender issues into policies and tools. UNDP, in collaboration with International Civil Society Action Network (ICAN), co-sponsored the ICAN Fifth Annual Forum, which convened 70 women peacebuilders from 15 countries across Asia, Africa and the Middle East to develop strategies for combatting extremism through promoting peace, rights and pluralism. UNDP also integrated gender into its strategy and programming to preventing violent extremism. UNDP supported the first-ever women's network for preventing violent extremism, the Women's Alliance for Security Leadership, which supports strategic collaboration among existing women's rights and peace practitioners, organizations and networks actively engaged in preventing extremism and promoting peace, rights and pluralism. As an example of work at the country level to counter violent extremism, UNDP supported Jordan's 'Support to Counter-terrorism, Stabilization, and Counter-Radicalization' initiative, which has taken a targeted approach, training women preachers to do outreach at the community level to counter extremism.

36. UNDP continued in 2016 to provide technical assistance for the integration of gender-sensitive approaches into disaster risk reduction plans, policies and programmes, including to national commissions, bodies and community-based groups. In Haiti, for example, UNDP supported the integration of gender-specific considerations in cyclone and seismic contingency plans, disaster simulation exercises, training for construction professionals and public education initiatives for community risk reduction. UNDP also supported women's participation in disaster risk management. In Nepal, UNDP provided support and training for community-based disaster risk management initiatives

and implemented activities with 53 organizations, including 11 village-level disaster risk management committees and 35 community-level disaster risk management committees, of which 37 per cent of members are women and one third of key positions (chairperson, secretary, treasurer) are held by women, who are now recognized as role models in their communities.

Outcome 6. Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.

37. In 2016, 28 countries reported gender equality results under outcome 6, compared to 26 countries in 2015. Most of these results were in the areas of emergency jobs and livelihoods for women and ensuring gender-responsive early recovery.

38. In 2016, UNDP supported 93,036 new emergency jobs for women, up from 53,681 in 2015. UNDP has also supported an additional 2,295,111 women to benefit from other emergency livelihoods. This included an additional 52,364 women in 2016 in Afghanistan alone. In Syrian Arab Republic, UNDP ensured that at least 30 per cent of beneficiaries were women and that the most vulnerable, including female-headed households, were targeted. As such, UNDP supported job opportunities for 4,930 women, vocational training for 1,507 women, sustainable start-up kits for 723 women and also provided training on recovery, resilience, programme management and social cohesion to women-led organizations. In the Democratic Republic of the Congo, UNDP supported the socioeconomic reintegration of 2,955 vulnerable households, 40 per cent of which are headed by women, by creating 2,955 temporary jobs through facilitated access to microcredit for the heads of these households.

39. UNDP continued in 2016 to strengthen its work on gender and crisis response and recovery, including by adding a gender profile into the first responders' pool (those to be deployed immediately after crises/natural disaster) and piloting guidance for first responders on addressing gender equality and women's empowerment. New standard operating procedures for crisis boards, rolled out in 2016, require gender to be discussed in each crisis board and for gender data and updates on gender equality issues to be included in situation reports. These developments led to the deployment of gender advisers to Central African Republic and South Sudan (see box 3). UNDP also supported Cameroon, Nigeria and Uganda in their submissions to the Gender Standby Capacity ("GenCap") call to deploy gender advisers. UNDP established a new relationship with the Swedish Civil Contingencies Agency in 2016 to support the deployment of gender advisers in crisis and post-crisis countries, although funding for deployment of gender advisers to crises countries remains a challenge.

Box 3. Gender advisers deployed to Central African Republic and South Sudan

UNDP funded and deployed gender advisers to crises in Central African Republic and South Sudan in 2016 and has been documenting their achievements. In Central African Republic, the adviser, deployed for six weeks, was instrumental in advising the Government on the draft gender parity law that was subsequently adopted and requires all public institutions to have at least 35 per cent women's representation. The adviser also ensured the integration of gender into the Recovery and Peacebuilding Assessment that was presented at the donors' conference in Brussels. In South Sudan, the deployed expert is working with national authorities to ensure the systematic implementation of South Sudan's National Action Plan on Security Council resolution 1325 and the design and implementation of an initiative to deploy integrated mobile rapid response units to respond to and prevent sexual and gender-based violence in selected communities across the country. The gender expert is also working with country office leadership to establish a civil society advisory board and to pilot the new Gender and Recovery Guidance Package.

40. UNDP continued in 2016 to support women's participation in decision-making on recovery after conflict and disaster. In Iraq, UNDP supported women's groups representing different minorities in six governorates to advocate for the inclusion of women's rights on the government agenda and to propose gender-sensitive legislation. In Colombia, UNDP supported the Second Summit of Women and Peace,

which convened 500 women leaders to agree on a women's agenda following implementation of the peace agreement, and also supported a national roundtable, which led to the establishment of the country's first-ever mechanism to protect women human rights defenders. In Eritrea, where women and female-headed households comprised 21,330, or about 54 per cent, of the beneficiaries of support for drought-affected communities, UNDP ensured that women benefited equally from development interventions such as provision of improved crop seeds, livestock, access to clean water and soil and water conservation activities. Additionally, in 2016 UNDP began developing a new Gender and Recovery Guidance Package to guide programming in crisis and post-crisis contexts. The guidance package consists of seven guidance notes on the following priority areas: gender-based violence; access to justice; civil society participation; economic empowerment; women's political participation; disaster risk reduction; and responsive institutions. It will be finalized and rolled out in 2017.

Outcome 7. Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

41. In 2016, UNDP invested in demonstrating the linkages between gender equality and improved development outcomes, particularly through policy dialogue and tools on gender and Sustainable Development Goal implementation, climate action and environment programming, and women's economic empowerment, including through engagement with the private sector.

42. In addition to producing a publication, *UNDP Support to the Integration of Gender Equality Across the [Sustainable Development Goals] Including Goal 5*, UNDP, together with UN-Women and other partners, convened several regional and national stakeholder consultations focused on gender and implementation of the Goals, including Advancing Gender Equality in the Western Balkans and Turkey,[2] held in Montenegro; Financing for Gender Equality – Placing Women at the Centre of the [Sustainable Development Goals] in Africa,[3] held in Ethiopia; a series of online consultations with more than 500 experts and civil society members in Latin America and the Caribbean; and an expert meeting, Inclusive States, the [Sustainable Development Goals] and Mainstreaming Gender[4], held in Uruguay. UNDP also began work in 2016 to bring attention to issues of ageing and gender as integral to achievement of the Goals. This included co-convening with the Governments of Argentina, Japan and the United States the side event on Mainstreaming Gender and Ageing in the [Sustainable Development Goals]: Leaving No One Behind, during the High-level Political Forum on Sustainable Development 2016 and developed a position pager, *Ageing and the Sustainable Development Goals*.

43. Following up on the Paris Agreement, UNDP invested in tools and knowledge to improve global work on gender in climate action and environment programming. UNDP launched a publication, *Gender Equality in National Climate Action: Planning for Gender-responsive Nationally Determined Contributions*, which analyses the extent to which the intended nationally determined contributions submitted as of April 2016 recognized and/or integrated gender equality and presents a framework for integrating gender equality into planning and implementation of nationally determined contributions. Also in 2016, UNDP and the Global Environment Facility (GEF) created a toolkit, *Guide to Gender Mainstreaming in UNDP-Supported GEF-Financed Projects*, and through the Canada-UNDP Climate Change Adaptation Facility produced a flagship publication on gender-responsive approaches to adaptation which analysed the emerging knowledge and experience on how to integrate gender into adaptation practices, both at community and institutional levels.

44. UNDP co-hosted two global conferences in 2016 that highlighted the latest research on issues of advancing gender equality in the private sector. The Third Global Forum on Advancing Business for Gender Equality, held in Panama and co-hosted by the Government of Panama, brought together more than 250 government and business representatives from 24 countries, from businesses including Cementos Argos, CODELCO and McKinsey, to share best practices and strategies for advancing gender

[2] Also in partnership with the Parliamentary Assembly of the Council of Europe, the European Union delegation in Montenegro, the European Institute for Gender Equality, the Minister for Human Rights of Montenegro and civil society networks.

[3] Also in partnership with the Government of Ethiopia and the United Nations Economic Commission for Africa.

[4] Also in partnership with ILO, UNFPA and the Government of Uruguay.

equality in the workplace by tackling such issues as gender pay gaps, women in decision-making and work-life balance. At the Responsible Business Forum for Sustainable Development in Singapore, UNDP Goodwill Ambassador Michelle Yeoh presented the UNDP Gender Equality Seal Certification for Public and Private Enterprises and underscored the role the private sector can play to advance gender equality.

45. UNDP launched several publications to advance thought leadership and research on gender equality in 2016. The Africa Human Development Report 2016, *Accelerating Gender Equality and Women's Empowerment in Africa*, concluded that gender inequality is costing sub-Saharan Africa on average $95 billion a year and proposed policies and concrete actions to close the gender gap. The launch of the report was followed by a workshop to illuminate how investments in gender drive progress across the Sustainable Development Goals and to explore how UNDP and partners in the region can leverage the report for advocacy, policy and programming. The 2016 UNDP Regional Human Development Report for Europe and Central Asia included a chapter on gender inequalities in work and unemployment and a paper, *Gender Inequalities in Labour Markets in Central Asia*, analysed the context and drivers of inequalities in access to job opportunities. UNDP also produced a Regional Human Development Report for Latin America and the Caribbean, *Multidimensional Progress: Well-being Beyond Income*, which identifies gender as a key historical inequality in the region and recommends the development of care policies and integrated policies to close gender gaps in poverty reduction. The Arab Human Development Report 2016, *Youth and the Prospects for Human Development in a Changing Reality*, included a chapter on inclusion and empowerment of young women.

III. Management results: institutional effectiveness for gender mainstreaming

46. This section reports on how UNDP has strengthened its institutional framework to achieve gender equality results. This includes ensuring compliance with the UN-SWAP, improving policy and planning, deepening accountability, financing for gender equality, tracking and monitoring investments, achieving gender parity and enhancing inter-agency collaboration.

47. In 2016, UNDP remained the highest performing of the United Nations funds and programmes in regard to the UN-SWAP, meeting or exceeding 80 per cent of the performance benchmarks compared to an average of 73 per cent for other funds and programmes. Financing investments on gender equality, gender parity and evaluations remain key areas requiring improvement.

48. In collaboration with UN-Women, UNDP piloted the next generation of UN-SWAP performance indicators, which are more aligned with the Sustainable Development Goals, and co-facilitated an inter-agency consultation which led to finalization of performance indicators to be rolled out in 2018.

Improved policy and planning for gender equality

49. In 2016, UNDP produced two guidance notes for improved gender analysis, one for country programme documents and one for project documents. Available in five languages, these notes also will support meeting the requirements of the corporate quality standards for programming.

50. Of the 34 country programme documents approved in 2016, 12 have gender-sensitive outcomes, 25 include specific measures to address gender inequalities and 33 have gender- (and sex-) disaggregated indicators. This is an improvement, but more needs to be done.

Deepened accountability and oversight for gender equality results

51. The Gender Steering and Implementation Committee (GSIC) continues to be the principal corporate accountability mechanism for ensuring that UNDP advances gender equality and women's empowerment in all its work. The GSIC met in May 2016 to review progress on the implementation of the gender equality strategy from January to December 2015. The GSIC discussed progress reports submitted by 14 reporting units and identified overall and bureau-specific recommendations to improve UNDP gender work.

52. In 2016, UNDP took several actions in response to GSIC decisions. First, to address gender stereotypes that underpin structural gender inequalities, UNDP initiated research on masculinities (see outcome 4). Second, to increase programming on gender and crises, UNDP developed a guidance package on gender and recovery (see outcome 6). Third, to increase gender programming in climate change work, UNDP increased gender mainstreaming in work on climate adaption, mitigation and sustainable development (see outcome 1). Fourth, to enhance gender capacities of country offices with sufficient budgets, UNDP increased support for the deployment of gender advisers in crises countries. And finally, to drive increased investments in gender equality and better track those investments, UNDP began making quarterly gender marker reports available to senior managers to facilitate their monitoring and tracking of progress and also developed a system of random audits to ensure the accuracy of gender marker ratings.

Financing for gender equality

53. UNDP has a specific budget allocation for gender mainstreaming which supports the work of the gender team. In 2016, this allocation was $1.6 million, which was equivalent to that of prior years. In addition, many country offices and regional bureaux have specific gender programmes and projects and dedicated resources for gender mainstreaming. The most comprehensive indicator of the extent to which UNDP expenditures contribute to gender equality and women's empowerment is the gender marker, which rates projects on a four-point scale indicating the degree to which a project has contributed to the achievement of gender equality. As table 1 demonstrates, 37 per cent of UNDP expenditures made a significant contribution to gender equality or have gender equality as a principle objective. This is a slight increase from 2015, when the figure was 35 per cent. However, persistent challenges remains in increasing the expenditures that have gender equality as a principle objective, currently at 4 per cent compared to the target of 15 per cent.

Table 1. Gender marker ratings by UNDP global expenditures, 2015–2016*

Rating	2015	2016
GEN0: No noticeable contribution to gender equality	13%	18%
GEN1: Some contributions to gender equality	52%	45%
GEN2: Significant contributions to gender equality	**31%**	**33%**
GEN3: Gender equality is a principal objective	**4%**	**4%**
GEN0 + GEN1	65%	63%
GEN2 + GEN3	**35%**	**37%**

*Excludes expenditures that have not been rated.

54. As shown in table 2, other than outcome 4, outcome 6 on 'post-conflict and post-disaster early recovery' shows the greatest percentage of expenditures (55 per cent) having gender equality as a 'significant' or 'principal' objective. Outcome 1 on 'inclusive and sustainable growth' shows the next greatest expenditure (52 per cent) in this category. Outcome 7 requires a thorough analysis and is a key area for improvement.

Table 2. Gender marker ratings by Strategic Plan outcome expenditures, 2016*

	GEN 0	GEN 1	GEN 2	GEN 3	GEN 0 + GEN 1	GEN 2 + GEN 3
OUTCOME 1 **Inclusive and sustainable growth**	12%	36%	46%	6%	48%	52%
OUTCOME 2 **Stronger systems of democratic governance**	8%	50%	39%	2%	58%	41%
OUTCOME 3 **Access to basic services**	9%	62%	27%	2%	71%	29%
OUTCOME 4 **Gender equality and women's empowerment**	0%	3%	9%	89%	3%	98%
OUTCOME 5 **Reduce likelihood of conflict and lower risk of natural disaster**	8%	57%	33%	2%	65%	35%
OUTCOME 6 **Early recovery and return to sustain Development**	2%	43%	52%	3%	45%	55%
OUTCOME 7 **Development debates and actions prioritize poverty and inequality**	19%	55%	22%	4%	74%	26%

*Excludes expenditures that were not rated

UNDP Gender Equality Seal Certification Initiative

55. In 2016, 36 UNDP country offices participated in the Gender Equality Seal, a corporate certification programme designed to increase capacity and accountability for gender mainstreaming. These included 25 new country offices starting the process in 2016 and 11 country offices applying for recertification (see table 3).

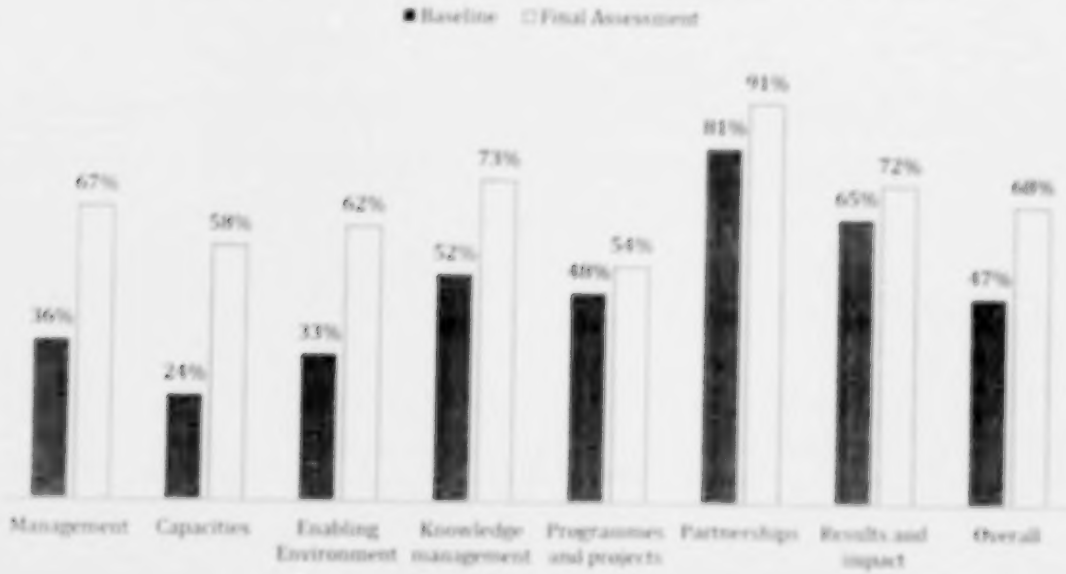
Table 3. Country offices participating in Gender Equality Seal in 2015-2016

Region	New applicants	Re-applicants
Africa	Benin Burkina Faso Cape Verde Côte d'Ivoire Senegal Sierra Leone South Sudan Swaziland Uganda United Republic of Tanzania	Guinea Lesotho Madagascar Niger Rwanda

	Zimbabwe	
Asia-Pacific	Indonesia Malaysia Mongolia Viet Nam	Afghanistan
Arab States	Jordan Tunisia United Arab Emirates	Morocco
Europe and Central Asia	Albania Armenia Turkey	Belarus Kosovo Republic of Moldova
Latin America and the Caribbean	Colombia Dominican Republic Panama Suriname	Jamaica
Total	**25 countries**	**11 countries**

56. A review of the UNDP Gender Equality Seal in 2016 concluded that the initiative is a catalyst for change that has generated concrete improvements in UNDP country offices. Figure 1 shows the measurable increase in country office performance in the seven key areas of the Gender Equality Seal.

Figure 1. Gender Equality Seal, 2015-2016



57. UNDP provided assistance to other United Nations agencies to adopt an internal Gender Equality Seal, completing support to the World Food Programme and initiating support for the International Union for Conservation of Nature.

Gender architecture

58. The Gender Team, housed in the Bureau for Programme and Policy Support (BPPS), remains the backbone of the UNDP gender architecture. As shown in table 4 below, the Gender Team consists of eight full-time professional advisers at headquarters and 14 in the regional service centres. These capacities are enhanced by an additional seven staff in other BPPS teams, including policy specialists on human rights and gender, poverty and gender, and peacebuilding and gender, for a total of 28 dedicated gender advisers in the Bureau. However, not all of these positions were filled in 2016. These numbers are enhanced by 40 national and international gender advisers (P-4 and equivalent and above) in country offices. To compensate for the shortcomings of capacities at national level, UNDP has been promoting the adoption of multidisciplinary focal teams headed by senior managers in country offices to advance gender equality and women's empowerment. In 2016, 66 per cent of country offices (88) had multidisciplinary gender focal teams led by senior management.

Table 4. Gender capacities of the Bureau for Programme and Policy Support (by location)

Location	Gender Team	Other	Total
Headquarters	8		8
Addis Ababa	5	1	6
Bangkok	1	5	6
Amman	2		2
Istanbul	2	1	3
Panama	3		3
Total	**21**	**7**	**28**

Leadership and capacity-building

59. In 2016, UNDP launched the Women's Leadership for Gender Equality initiative for women national officers working on gender equality to build their leadership, improve their ability to advance gender equality in UNDP work and advocate for the gender mainstreaming in the Sustainable Development Goals. The first workshop was held in the Arab States region with 30 staff from country offices. Workshops in the remaining four regions will be held in 2017.

Gender parity within UNDP

60. Over the last several years, UNDP has been successful in attaining and maintaining gender parity among its staff. As of February 2017, 51 per cent of all UNDP staff are women and 49 per cent are men. Gender parity is achieved or close to achieved at the entry international and national professional levels and among General Service staff (P-1 to P3, NO-A to NO-B and General Service). The percentage of women exceeds that of men among Junior Professional Officers (58 per cent) and General Service staff (57 per cent). Despite progress at more junior professional levels, challenges remain with regard to the number of women in more senior positions (P-5 and above and NO-C NO-D).

61. In 2016, women comprised 43 per cent of resident representative resident coordinators, with 61.5 per cent of current female resident coordinators coming from UNDP and 38.5 percent from other United Nations system entities combined. From 2015, to 2016, the percentage of women deputy resident

representatives and deputy country directors increased from 46 to 48 per cent. The percentage of women country directors, however, dropped in the same time period from 33 to 27 per cent.

62. To further advance gender parity at all levels, UNDP continues to implement a comprehensive gender parity strategy. Considerable effort is made to attract qualified women into the resident coordinator, country director and deputy resident representative/country director pools. UNDP also continues to implement a range of policies designed to support gender parity among its workforce, such as on flexible working arrangements, parental leave and special measures to support advancement of qualified women. UNDP has been using its internal results-based management system and global staff survey to monitor progress in this area.

Figure 2. Percentage of women in UNDP management by level and grade

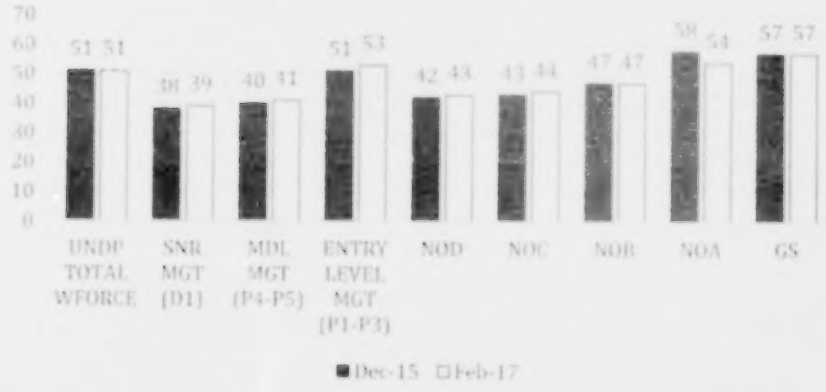


Figure 3. UNDP representation of women by work categories

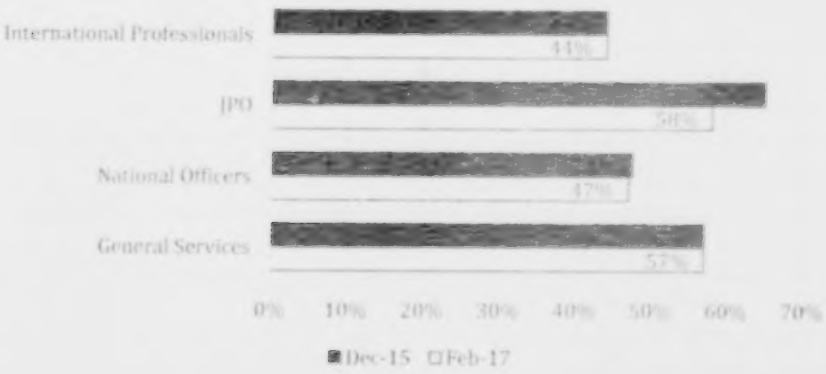
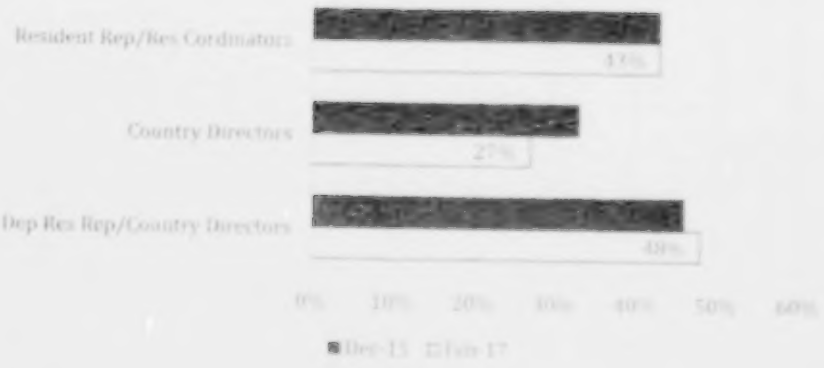


Figure 4. Women in leadership positions in the field



Inter-agency partnerships

63. UNDP engaged throughout 2016 in a broad range of inter-agency partnerships promoting gender equality and women's empowerment. As chair of UNDG and manager of the resident coordinator system, UNDP ensured that gender equality considerations were integrated in the coordination of development assistance activities of the United Nations system. In 2016, UNDP chaired or co-chaired inter-agency groups on gender equality in 29 countries, and 94 country offices (70 per cent) reported partnering and collaborating with UN-Women on at least one substantive joint project or initiative. The collaborations focus primarily on joint advocacy and programming and reporting on implementation of the Sustainable Development Goals and the Convention on the Elimination of All Forms of Discrimination against Women.

64. Examples of these partnerships include:

(a) Supporting Egypt's efforts to combat FGM with UNFPA, UNICEF and UN-Women;
(b) Launching the Taa Marbouta social media campaign in Egypt with the National Council of Women of Egypt, UNFPA, UN-Women and the Swedish Embassy;
(c) Supporting the International Knowledge Network of Women in Politics with UN-Women, the Inter-Parliamentary Union (IPU) and the International Institute for Democracy and Electoral Assistance;
(d) Partnering with ILO and the Inter-American Development Bank in a new initiative to develop a series of studies for Governments, the private sector and civil society to promote and develop national care systems and decent work for women;
(e) In Africa, working with the Economic Commission for Africa and UN-Women to support African ministers of gender and women's affairs to share practices on emerging gender issues on the continent;
(f) Working with UN-Women and UNCDF to launch the Inclusive and Local Development Initiative to support local governments and the private sector to design, implement and sustain public and private investments for poor women and men;
(g) As a member of the Global Gender and Climate Alliance, working with UNFCCC, UN-Women, International Union for Conservation of Nature, Women's Environment and Development Organization and the Government of Finland to advance opportunities for gender recognition in climate change policy in the international arena;

(h) Working with UN-Women, the Peacebuilding Support Office and IPU to develop the global programme Peacebuilding through Parliaments: Strengthening the Role of Parliaments in Implementing the Women, Peace and Security Agenda.

65. In addition, as a member of the Inter-Agency Steering Committee (IASC) Gender Reference Group, UNDP contributed in 2016 to the revision of the IASC Gender in Humanitarian Action Handbook which will be launched in 2017. In partnership with the Office for the Coordination of Humanitarian Affairs and the Norwegian Refugee Council, UNDP led the piloting of the new IASC Gender and Age Marker with the IASC Early Recovery Coordination Cluster in Haiti and Pakistan. UNDP also collaborated with UN-Women to share internal accountability frameworks, tools, policies and good practices. For example, as co-chair of the UNDG Gender Equality Working Group, UNDP has been working with UN-Women to align the UNDG gender scorecard with the Sustainable Development Goals and the "leave no one behind" agenda.